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## Cornell University Announcements

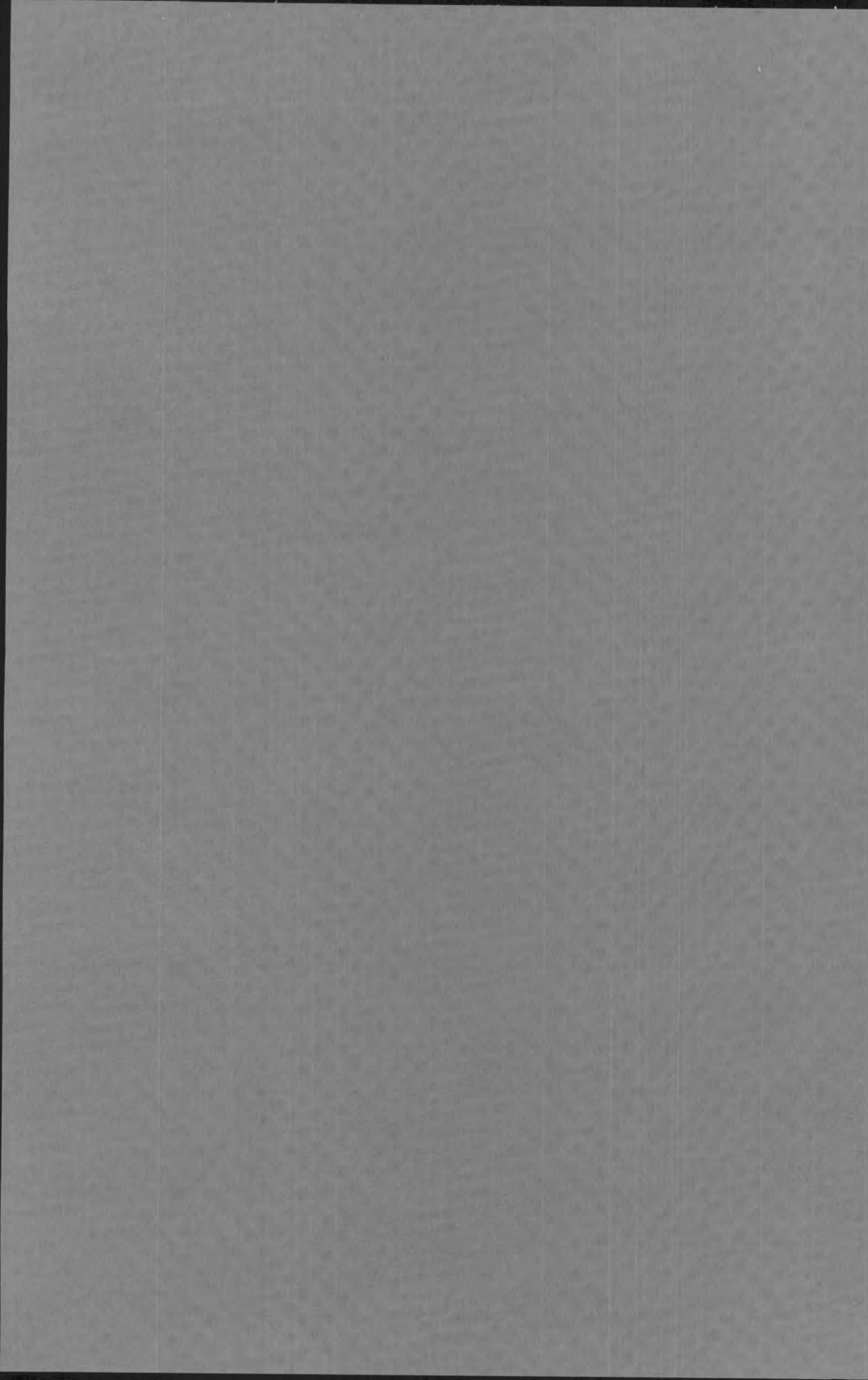
### **Graduate Study**

at the New York State School of  
**Industrial and Labor Relations**

Cornell University

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# **Graduate Study at ILR**

**1976-78**

## **New York State School of Industrial and Labor Relations**

A Statutory College  
of the State University  
at Cornell University  
Ithaca, New York

### **Cornell University Announcements**

Volume 67 of the Cornell University Announcements consists of twenty-two catalogs, of which this is number 21 dated November 26, 1975. Publication dates: twenty-two times a year (four times in August; three times in January and March; twice in June, July, September, and November; once in April, May, October, and December). Publisher: Cornell University, Sheldon Court, 420 College Avenue, Ithaca, New York 14853. Second-class postage paid at Ithaca, New York.



# ILR and Cornell

The School of Industrial and Labor Relations at Cornell grew out of the turmoil and labor strife that characterized the American economy in the 1930s. It was envisioned as an institution where scholars and practitioners from such fields as economics, history, law, sociology, psychology, and government could investigate the special problems of collective bargaining, organizational behavior, labor economics, manpower planning, labor law, and social statistics. The new legitimacy of labor unions and collective bargaining called for the development of expertise on both sides of the bargaining table.

ILR is one of eleven schools and colleges on Cornell's Ithaca campus. Out of the University's total enrollment of nearly 18,000 students, 600 undergraduates and 100 graduates study industrial and labor relations.

## History and Purpose

The ILR School became the first institution of its kind in the country in 1944, authorized by an act of the New York State Legislature, and began resident instruction on November 5, 1945.

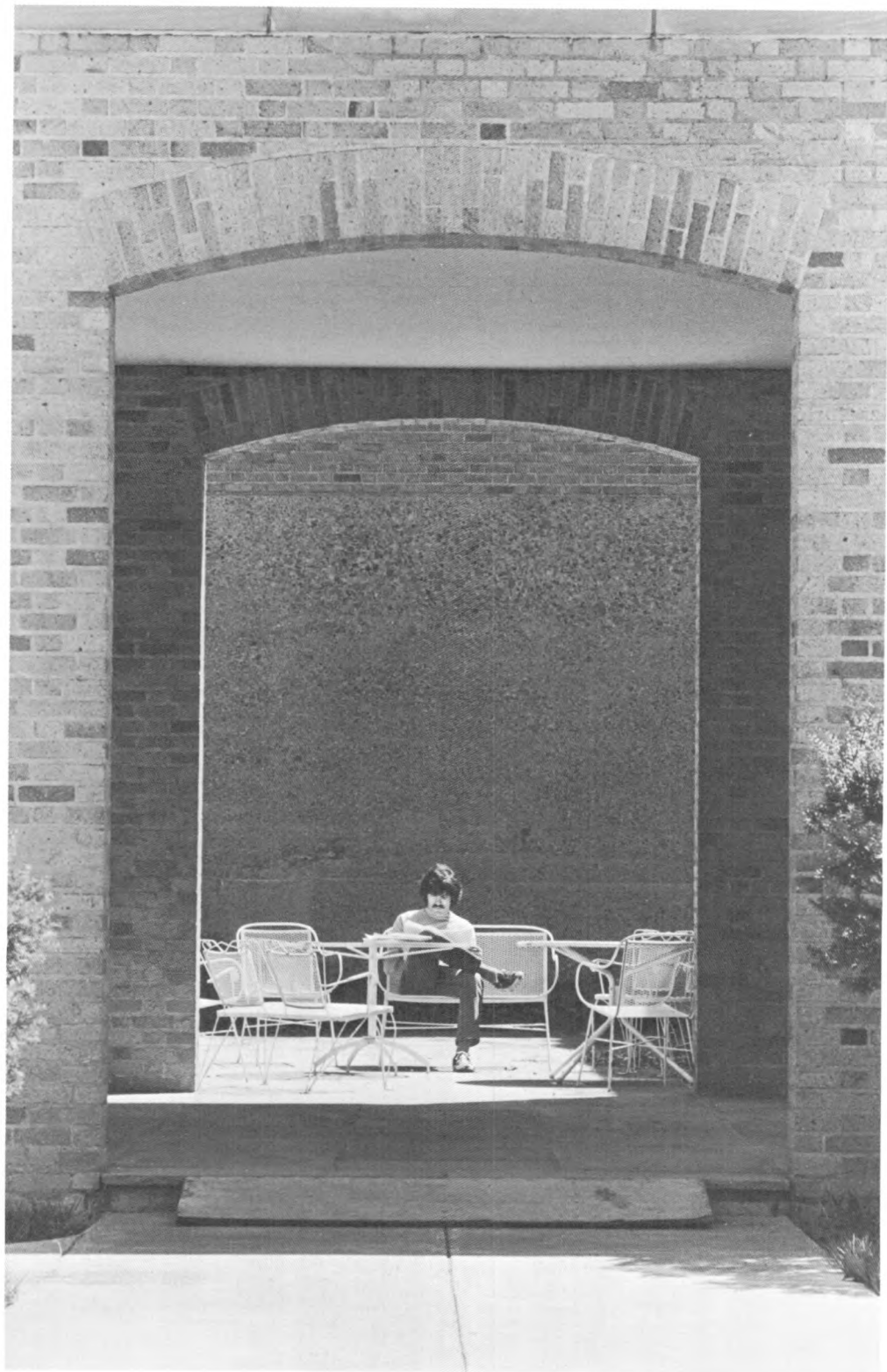
After the creation of the State University of New York (SUNY) in 1948, the ILR School, as one of the four state-supported units at Cornell, became an integral part of SUNY as well.

The ILR School operates with five units: (1) undergraduate and graduate resident



instruction, (2) extension and public service, (3) research, (4) publications, and (5) library. It provides instruction on campus to students preparing for careers in the field. Men and women already working in industrial relations and the general public take classes through the Extension and Public Service Division, which has five regional offices throughout the state.

The School's Research Division develops materials for resident and extension teaching and supports studies in the ILR field. The Publications Division publishes and distributes these and other research findings. ILR faculty members also publish articles in various professional journals. The library's collection of current documents in the industrial and labor relations field is larger than that of any other university library.



# Graduate Study in ILR

Graduate students may study for the degree of Master of Industrial and Labor Relations (M.I.L.R.), or for the Master of Science (M.S.) and Doctor of Philosophy (Ph.D.) degrees.

Graduate study at Cornell, which is organized by fields rather than departments or schools, is intended to integrate faculty and students throughout the University along lines of common interest. Although graduate students will have most of their study in the ILR School, they have ready access to other courses and facilities at Cornell. They draw most frequently on the Departments of Economics, Government, History, Psychology, and Sociology, and on the Law School and the Graduate School of Business and Public Administration.

Since progress in graduate study depends to a great extent on the individual student's background, no course requirements are imposed by the Graduate School, except for those students in the M.I.L.R. program. Each M.S. or Ph.D. degree candidate develops his or her program under the direction of a Special Committee of graduate faculty members chosen by the student. Each student has the chance to select courses on the basis of previous academic background and specific career interests. Such a "tailor-made" program may include courses offered in any department or college of the University.

## Research

Graduate students frequently have the opportunity to work with faculty members in research activities dealing with a variety of problems. Some examples of current major projects are:

Labor-management relationships in the public sector: Professors Doherty, Donovan, Ehrenberg, and Hanslowe.



*Left, a graduate student finds solitude in the ILR School courtyard. Above, a scene in the graduate lounge.*



Worker alienation, job satisfaction, and productivity: Professors Dyer, Gruenfeld, Lipsky, McKersie, and Trice.

Leadership and power in complex organizations: Professors Bacharach, Gruenfeld, Hammer, and Rosen.

Productivity, bargaining, and income policies: Professors Galenson, Hildebrand, and McKersie.

Evolution of NLRB policy and administrative procedure: Professor Gross.

Social and organizational factors affecting scientific accomplishments: Professor Gordon.

Labor participation in Peru: Professors Whyte and Williams.

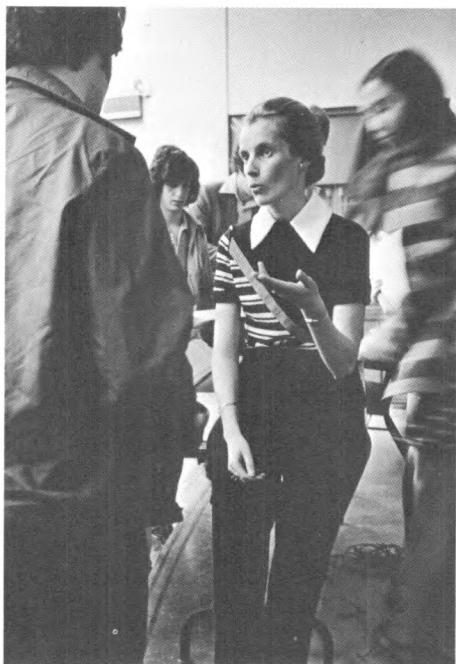
Social problems in industrial organizations: Professors Trice and Wasmuth.

Collective bargaining strategies and effects: Professors Drotning, Dyer, and Kochan.

Comparative industrial and labor relations systems: Professors Clark, Galenson, Morris, Whyte, and Windmuller.

Evaluation of manpower training systems: Professors Aldrich, Aronson, Foltman, and Stoikov.

Internal structure of unions: Professors Kochan and Keeran.



*Below, students at a remote terminal in the School feed research data into the central University computer.*





Cross-cultural studies and organizational behavior: Professors Gruenfeld, Whyte, and Williams.

Farm labor research: Professors Ferguson and Daniel.

Women in work roles: Professors Farley, Miller, and Cook.

Community factors and industrial conflict: Professor Stern.

Motivation of work forces: Professors Hammer, Gruenfeld, and Rosen.

Poor countries and authoritarian rule: Professor Neufeld.

The Research Division can supply additional information about these projects. Prospective graduate students with inquiries concerning research assistantships and fellowships should write to the Office of the Graduate Faculty Representative.

*Left, Prof. Tove Hammer explains a point after a class session. Below, Prof. Samuel B. Bacharach talks with two graduate assistants in his office.*

## Extension and Public Service

Extension programs are offered with and without college credit for labor, management, government, civic, educational, and community groups throughout New York State.

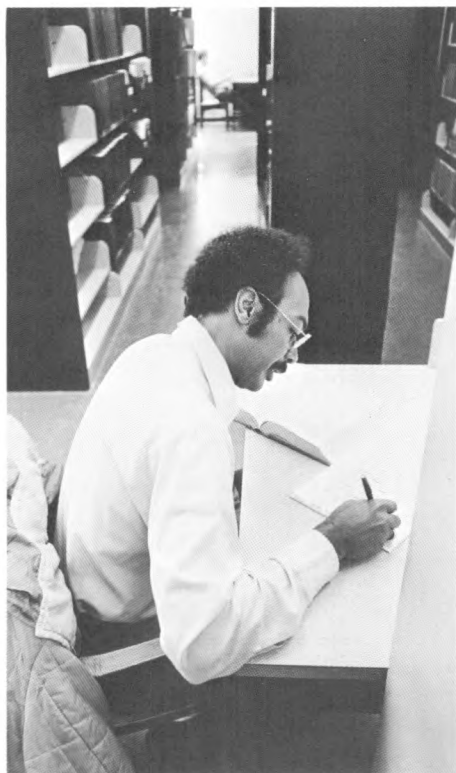
Some graduate students work with the extension staff and clientele as extension interns. This work may involve conducting research, developing teaching materials, and participating in the division's adult education programs.

## Publications

The ILR School is a major publisher of industrial and labor relations materials. Its quarterly professional journal, *Industrial and Labor Relations Review*, is widely recognized in the field.

*Cornell Studies in Industrial and Labor Relations* and *Cornell International Industrial and Labor Relations Reports* are the School's two monograph series. Other publications are bibliography, paperback, and lecture series; technical monographs;





a bulletin series; Key Issues reports summarizing material of interest to practitioners in the field; public employment relations monographs, occasional papers, and conference reports; reprints of articles by the faculty; and a student journal called *Industrial and Labor Relations Forum*.

The Publications Division, in addition to answering inquiries on these items, can place your name on a mailing list to receive announcements of new publications or a publications catalog.

## Library

The ILR school's Martin P. Catherwood Library has the most extensive collection of industrial and labor relations materials of any university library in the world: more than 100,000 volumes and 90,000 pamphlets. It serves as an undergraduate college library, a graduate research library, a public information center, and a center for the collection and organization of documentary materials.

*The School's library includes more than 7 million original documents in the Labor-Management Documentation Center.*



Through its Labor-Management Documentation Center, the Library maintains extensive files of collective bargaining agreements, pension plans, arbitration awards, labor legislation, legal documents, and other published and unpublished information. This unit of the Library now has more than 7 million original documents, all available to students.

Graduate students have full access to all the University's libraries, with combined holdings that total nearly 4 million volumes.

## Admissions

It is the policy of Cornell University actively to support equality of educational opportunity. No student shall be denied admission to the University or be discriminated against otherwise because of race, color, creed, religion, national origin, or sex.

Candidates for advanced degrees in the Field of Industrial and Labor Relations are admitted to the Graduate School on the basis of their previous academic preparation and recommendations from teachers. Interviews are not required. Application forms are available from the Graduate School.

Completed applications should be returned to the Graduate School by February 1 for September admission, and by November 1 for January admission. Although late applications are accepted, delay reduces the possibility of admission. For fellowship consideration, candidates need to complete applications by February 1.

Candidacy for the master's degree in ILR is normally open to students who have had preparation in one or more of the social sciences at the undergraduate level. An applicant for the Ph.D. program should have had previous academic training in the social sciences with emphasis in one or more of the following fields: anthropology, economics, government, history, industrial relations, education, labor problems, personnel management, psychology, sociology, or statistics.

Applicants are required to submit the results of their Graduate Record Examinations Aptitude Test (GRE). Other tests, such as the Graduate Study in Business Test and the Law School Aptitude Test, may *not* be substituted. Since results of the GRE may not be available for at least a month after the test is taken, applicants are advised to take the test well in advance of the application deadline.

Applicants for whom English is a second language need not take the GRE, but are required to submit results of either the Test of English as a Foreign Language or the Michigan English Language Test. Details on these examinations appear in the *Announcement of the Graduate School*.

## Expenses

Current tuition for graduate students in ILR is \$925 for each academic term, payable within the first ten days of the semester. The *Announcement of the Graduate School* outlines further information concerning payment, refunds, and other fees.

The amount, time, and manner of payment of tuition, fees, or other charges may be changed at any time without notice.

It is difficult to estimate living costs, since they depend to a great extent on the individual's standard of living. However, single graduate students spend approximately \$4,000 per year, and married students at least \$5,000.

## Graduate Assistantships

The position of graduate assistant in the ILR School provides the student with a full tuition waiver, plus a monthly stipend of approximately \$300, depending on the number of graduate terms completed and assistantship experience. In return, the student can expect an average weekly work assignment of fifteen hours in connection with instruction, research, extension programs, or the library.

Assistants may be appointed for an academic term or year.

Any prospective ILR graduate student who wants to apply for a graduate assistantship should write to the Office of the

Graduate Faculty Representative in the ILR School. Applications should be completed by March 1 for assistantships beginning in September, and by November 1 for those beginning in February.

## Scholarships and Fellowships

The Cornell University Graduate School administers a number of general scholarships and fellowships for which ILR students are eligible.

All fellowships and scholarship awards are made as tax-exempt gifts and normally include a waiver of tuition. Applicants who desire financial aid consideration must so indicate on their admissions applications.

The ILR School annually awards a few tuition scholarships to promising graduate students who do not hold assistantships. ILR students also are eligible for the following restricted fellowships:

Alcoa Foundation Fellowship  
Dorothy Funt Memorial Fellowship  
Industrial and Labor Relations Graduate Fellowship

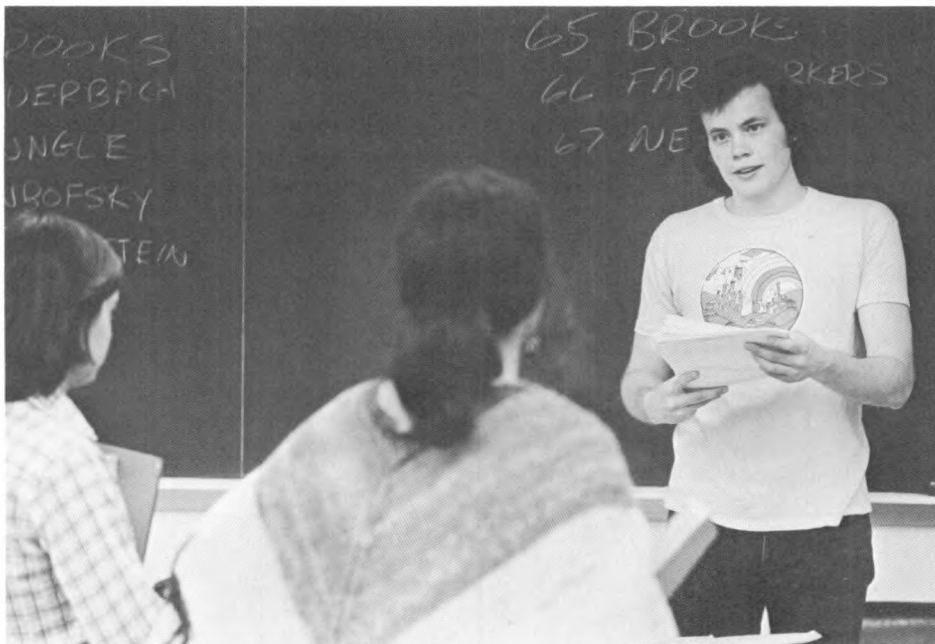
Theodore S. Lisberger Memorial Scholarship  
Frances L. Perkins Memorial Fellowship

## Professional Opportunities

Most people with graduate degrees from the ILR School follow careers in business and industry, organized labor, government, or education.

Jobs in business usually involve such areas as employment, training, wage and salary administration, employee services and benefits, safety, labor relations, public relations, or research. In organized labor, jobs may be in the line structure of the union, such as organizing, or in technical staff functions, such as research, public relations, and educational work.

Graduates who choose to work for municipal, state, or federal government agencies may find positions as administrative assistants, industrial relations assistants, personnel technicians, economists, technical aides, or research associates. Some qualify to enter the foreign service (Department of State) or obtain assignments with such agencies as the Tennessee



Valley Authority, the Atomic Energy Commission, the National Labor Relations Board, the Department of Labor, and the Federal Mediation and Conciliation Service.

Many students find effective use for their training in public service agencies such as hospitals; in research organizations, trade associations, and chambers of commerce; or in municipal administration.

Many Ph.D. degree recipients are on the faculties of major universities and colleges, most often in the departments of economics, sociology, psychology, and management, or in schools of business administration and labor relations.

The ILR School operates a full-time placement service for students and alumni. The placement officer in the Office of Special Programs and School Relations communicates with several hundred recruiters from industry, labor, and all levels of government. About one hundred of these recruiters come to the campus each year to interview interested students. The placement services of the Cornell Career Center are also available to ILR students.

## Housing

Single graduate students who wish to live on campus may apply for University housing through the Student Housing Office.

The largest of these single graduate student dormitories is Sage Graduate Center, home to 190 men and women. It is situated in the center of the campus and has its own cafeteria. Cascadilla Hall, located just inside the southwest entrance to the campus, houses approximately 150 graduate men and women. Thurston Court, with space for 26 students, is a small apartment building just north of Fall Creek Gorge on Thurston Avenue.

Cornell maintains unfurnished apartments for 420 student families at Cornell

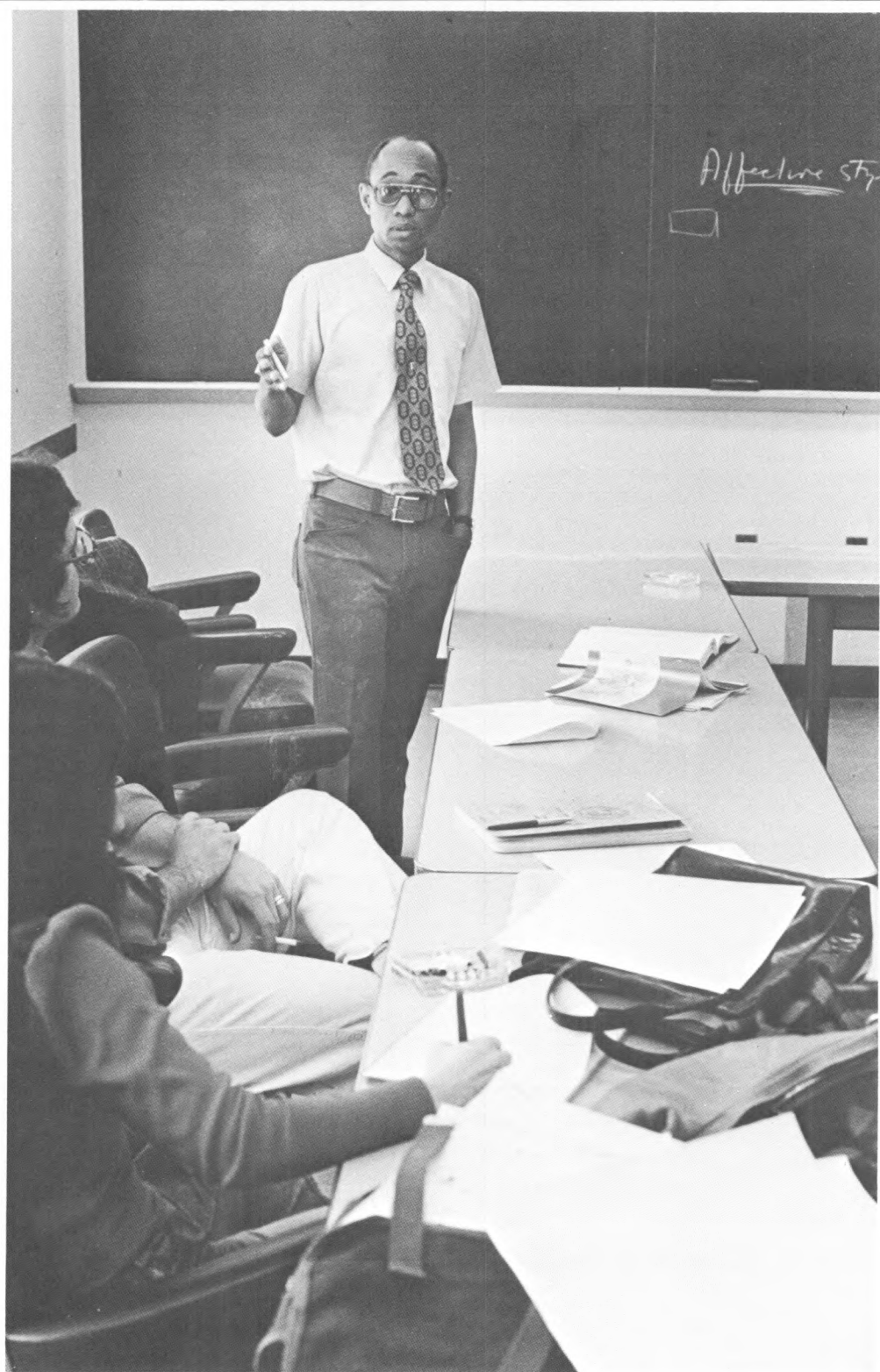
Quarters, Pleasant Grove Apartments, and Hasbrouck Apartments. Students may contact the Hasbrouck Housing Office for further information and application forms.

Information about off-campus housing is available from the Department of Student Housing, 223 Day Hall. Lists of apartments for rent are not prepared because the housing situation changes daily. Students are advised to make an early visit to Ithaca to find off-campus housing.



Left, a graduate assistant discusses an assignment with a class. Right, bulletin boards provide an index to activities and concerns at the ILR School.







# Graduate Degree Requirements

Residence requirements for the various degrees are calculated in units: one residence unit is one regular academic term of full-time study.

A minimum of two units of satisfactory residence for a master's degree and six for a Ph.D. degree has been established by the Graduate School. Four residence units are normally required for the M.I.L.R. degree.

## The Special Committee

Practically all courses, research work, and projects for each graduate student are determined by the degree candidate in consultation with his or her Special Committee.

The student first selects the Special Committee chairperson, representing the major area, who can then suggest appropriate minor areas and faculty members who might serve as minor committee members.

Because it is difficult to get to know all faculty members in a major department in a few days, degree candidates are allowed to have an adviser appointed for them for the first semester. Nearly all students make appointments with various faculty members during their first few days on campus, and also obtain recent publications by the faculty so as to become familiar with their work.

Only some of the students will have formed a committee before starting classes. Even so, a student's selection of



courses need not be hampered during the first semester. Although formal registration precedes the beginning of classes, students do not actually enroll in courses until after two weeks of class activity. This interval allows students to attend a few sessions of several courses and then select the three or four they will actually take.

Because schools usually do not prepare undergraduates in industrial and labor relations, none of the basic graduate courses at the School assumes any prior knowledge of the subject.

## The M.I.L.R. Degree

The four-semester program leading to the M.I.L.R. degree is particularly suitable for students who have limited prior course work in the field and who anticipate employment in business, labor organizations, or government. Candidates for this degree study under the direction of an assigned or selected faculty adviser.

More structured than the other graduate degree programs, this program requires the satisfactory completion of fourteen courses, nine of which are determined by the School:

- ILR 700, Collective Bargaining I
- ILR 701, Labor Relations Law and Legislation
- ILR 702, Labor Union History and Administration
- ILR 710, Economic and Social Statistics
- ILR 720-721, Organizational Behavior I and II
- ILR 740, Labor Economics
- ILR 741, Social Security and Protective Labor Legislation
- ILR 760, Manpower and Organization Management

Candidates may be exempted from one or more of these required courses by demonstrating competence to the department concerned. The five electives may be selected from within the School or from other sections of the University.

A special M.I.L.R. program exists for candidates possessing a law degree. This program requires two semesters of residence. Eight of the nine basic courses in the M.I.L.R. curriculum are required.

## Master of Science

Students who have already developed a specific interest within the ILR field may pursue more concentrated work through the M.S. program. M.S. candidates undertake specialized study in a major and minor subject and complete a thesis in the major field.

Major subjects are Collective Bargaining, Labor Law, and Labor History; Economic and Social Statistics; International

and Comparative Labor Relations; Labor Economics and Income Security; Manpower Studies; and Organizational Behavior.

The candidate's minor subject may also be selected from this list, or from other subjects taught at the University and approved as minor fields by the Graduate School.

Each candidate for the M.S. degree works under the direction of his or her Special Committee composed of two faculty members—a chairperson from the major department of study and the other member representing the minor area—selected by the student.

Other details concerning the M.S. degree are described in the *Announcement of the Graduate School*.

## Doctor of Philosophy

A student in the Ph.D. program works under the direction of a Special Committee of three faculty members chosen by the student. Requirements set by the Graduate School for the Ph.D. degree include six units of residence credit at the graduate level; satisfactory work in the major and two minor subject areas as determined by the student's Special Committee; successful completion of the Admission to Candidacy examination, to be taken before the start of the seventh residence unit; and submission of a satisfactory dissertation.

The Field of Industrial and Labor Relations has set the following additional requirements: completion of a master's degree program (waived in cases of unusual promise); a qualifying examination before the end of the first semester to review the candidate's academic preparation and determine a course of study; selection of one of the two required minors from *outside* the ILR field; and acquisition of teaching experience during graduate study.

Further information appears in the *Announcement of the Graduate School*.

## M.S. and Ph.D. Major and Minor Subjects

Candidates for M.S. and Ph.D. degrees engage in a considerable amount of independent study. The following subject requirements, therefore, are intended as minimum expectations and as a basis for further investigation.

*Collective Bargaining, Labor Law, and Labor History:* A Ph.D. candidate majoring in this subject must show proficiency in the following areas of knowledge: (1) history of the labor movement and collective bargaining in the United States; (2) history of unionism and labor relations in major industries; (3) theories of labor unionism and collective bargaining; (4) structure, government, administration, and activities of the labor movement and of major national unions; (5) structures, procedures, practices, and major issues in collective bargaining; (6) federal and state legislation, and leading cases in labor relations law; (7) the methods and implications of different forms of dispute settlement, both private and governmental; (8) history and problems of labor movements and labor relations in other countries; (9) bibliography and major sources of information in collective bargaining and labor unionism; and (10) research methodology. For (10), a specific course, either ILR 723 or an acceptable substitute, will be required.

For a Ph.D. candidate minoring in this subject (1), (3), (4), (5), (6), and (7) are required.

For a M.S. candidate majoring in this subject (1), (4), (5), (6), (7), and (10) are required.

For a M.S. candidate minoring in this subject (1), (4), and (5) are required.

*Economic and Social Statistics:* The requirements for candidates majoring and minoring in this subject are the same, but major candidates need a more advanced knowledge. Students must show (1) thorough understanding of the principles of statistical reasoning, including such mathematical statistics as required for their development; (2) proficiency in the use of statistical methods and in the proc-

essing of statistical data; and (3) competence in applying the proper statistical tools of analysis to a specific topic in economics or social studies.

*International and Comparative Labor Relations:* Students electing this subject are expected to acquire a thorough knowledge of labor problems in at least one specific country or area other than the United States. They must show an understanding of (1) the development and current role of labor movements in countries in various stages of industrialization; (2) the development of an industrial labor force in the context of social and cultural changes; (3) similarities and diversities in systems of labor-management relations in industrialized and less developed countries; (4) problems of employment and wage determination in mature economies and in countries undergoing rapid economic change; and (5) the role of international organizations having a special concern for labor problems.

Ph.D. candidates will also be required to demonstrate a working knowledge of a foreign language. Explicit major and minor requirements are set by the student's Special Committee.

*Labor Economics and Income Security:* To major in this subject, the candidate must have (1) comprehensive knowledge of historical development and current issues in the area of employment and income; (2) skill in quantitative and qualitative analysis of economic, political, social, and administrative problems in this field; (3) knowledge of the significant legislation dealing with income, employment, and employee welfare; (4) detailed acquaintance with the literature and sources of information in the field; and (5) familiarity with income and employment problems and related legislation in selected foreign countries.

For a minor, (2) and (3) are required.

*Manpower Studies:* This field involves analysis in the public and private sectors of manpower function, policies, and problems; and analysis of programs designed

to prepare persons for employment or to reduce disadvantages in the labor market. Manpower studies concentrate on the processes of planning and forecasting a work force; recruiting and selecting men and women for employment; training and developing individuals and groups; compensating, counseling, and appraising performance; career planning; managing a work force; and monitoring and evaluating public and private manpower activities. Study in this subject also involves analysis of jobs, organizations, technological factors relating to employment, employer-employee relations, public and private manpower institutions, and factors relating to employee motivation and organizational productivity.

The department offers essentially two programs of study preparing students (1) for research and work in personnel administration (that is, human resources, development, organization development, manpower planning and staffing, or what, more traditionally, was called the personnel or employee relations function at the micro or organizational level), and (2) for research and work in the public manpower field, including policy and practice. All students are required to have a basic knowledge of public manpower policies and programs and of personnel administration within a work organization, but majors can concentrate their work in either the public or the private side of the field.

For a major, the candidate must demonstrate (1) knowledge of historical foundations, significant legislation, and current issues in manpower; (2) knowledge and skill in planning, analyzing, administering, and evaluating public and private manpower activities; (3) ability to recognize, investigate, and analyze manpower problems using appropriate research methods and statistical techniques; and (4) in-depth knowledge of the literature and sources of information in this field.

For a minor, the required knowledge and competence are less comprehensive than for a major.

*Organizational Behavior:* The field involves analysis of human behavior in organizations, with emphasis on individual human behavior, organizations in society, and industrial society. The program of study reflects behavioral science disciplines with emphasis on organizational problems.

Ph.D. candidates majoring in this subject take a departmental examination after completing two semesters of study that include research methodology. Otherwise, the basic requirements for majors and minors are the same, except that majors are expected to demonstrate a more advanced knowledge.

*Industrial and Labor Relations Problems:*

This subject is available only as a minor to graduate students in fields of study other than industrial and labor relations. In order to prepare for a minor in this field, candidates will normally complete three to five courses to gain a general understanding of the ILR field.

# Course Descriptions

All academic courses of the University are open to students of all races, religions, ethnic origins, ages, sexes, and political persuasions. No requirement, prerequisite, device, rule, or other means shall be used by any employee of the University to encourage, establish, or maintain segregation on the basis of race, religion, ethnic origin, age, sex, or political persuasion in any academic course of the University.

## **Collective Bargaining, Labor Law, and Labor History**

J. Morris, chairman; D. Cullen, C. Daniel, R. Doherty, R. Donovan, H. Finch, J. Gross, K. Hanslowe, G. Hildebrand, R. Keeran, M. Kelly, T. Kochan, G. Korman, D. Lipsky, R. McKersie, M. Neufeld, P. Ross, A. Smith, J. Windmuller.

**300 Collective Bargaining.** Credit, three hours. Fall term. D. Cullen, J. Gross, M. Kelly, T. Kochan, D. Lipsky, or P. Ross.

**301 Labor Union Administration.** Credit, three hours. Fall and spring terms. C. Daniel or R. Keeran.

**302 History of American Industrial Civilization since 1750.** Credit, three hours. Fall term. G. Korman.

**303 Research Seminar in the Social History of American Workers.** Credit, three hours. Alternate spring terms. G. Korman.

**304 Seminar in the History, Administration, and Theories of Industrial Relations in the United States.**

Credit, three hours. Spring term. C. Daniel, R. Keeran, G. Korman, or J. Morris.

**306 Research Seminar in the American Labor Movement and Politics.**

Credit, three hours. Spring term. Enrollment limited to eight students. J. Morris.

**307 Industrial Relations Biographies.**

Credit, three hours. Fall term. Enrollment limited to sixteen students. J. Morris.

**380 Famous Trials in American Labor History.**

Credit, three hours. Spring term. Enrollment limited to twelve students. J. Morris.

**401 Collective Bargaining Structures.**

Credit, three hours. Fall term. Enrollment limited. M. Kelly or D. Lipsky.

**406 History of the Black Worker in the United States.**

Credit, three hours. Fall term. J. Gross.

**600 Current Issues in Collective Bargaining.**

Credit, three hours. Fall or spring term. Prerequisite: ILR 300 or 700.

**601 Integration of Industrial Relations Theories.**

Credit, three hours. Fall and spring terms. T. Kochan.

**602 Arbitration.** Credit, three hours. Fall term. Prerequisite: ILR 700. Enrollment may be limited. J. Gross, G. Hildebrand, or D. Lipsky.

**603 Governmental Adjustment of Labor Disputes.** Credit, three hours. Spring term. J. Gross or A. Smith.

**604 Readings in the Literature of American Radicalism and Dissent.** Credit, three hours. Fall and spring terms. R. Keeran or M. Neufeld.

**605 Readings in the History of Industrial Relations in the United States.** Credit, three hours. Fall term. Prerequisite: ILR 702 or equivalent. C. Daniel, R. Keeran, G. Korman, J. Morris, or M. Neufeld.

**606 Theories of Industrial Relations Systems.** Credit, three hours. Spring term. Prerequisite: ILR 702 or equivalent. G. Korman or M. Neufeld.

**607 An Advanced Seminar in Labor Arbitration.** Credit, three hours. Spring term. J. Gross.

**608 Black Labor: Directed Research in the History of the Black Worker.** Credit, three hours. Spring term. Enrollment limited to fifteen students. J. Gross.

**609 Public Policy and Labor Relations.** Credit, three hours. Fall term. D. Lipsky and J. Drotning.

**650 Manpower and Collective Bargaining Problems in the Construction Industry.** Credit, three hours. Spring term. D. Cullen, F. Foltman, or D. Lipsky.

**680 Problems in Union Democracy.** Credit, four hours. Fall or spring term. Offered in odd-numbered years only. M. Neufeld.

**681 Labor Relations Law.** Credit, three hours. Spring term. Prerequisite: ILR 701 or equivalent. K. Hanslowe.

**682 Seminar in Labor Relations Law and Legislation.** Credit, three hours. Fall or spring term. Permission of the instructor required. K. Hanslowe or A. Smith.

**683 Seminar in the History, Administration, and Theories of Industrial Relations in the United States.** Credit, three hours. Fall or spring term. Prerequisites: for graduates, ILR 605 and 606 or specific equivalents. C. Daniel, R. Keeran, G. Korman, J. Morris, or M. Neufeld.

**684 Employment Discrimination and the Law.** Credit, three hours. Fall term. Prerequisite: 701 or equivalent.

**685 Collective Bargaining in Public Education.** Credit, three hours. Spring term. Permission of the instructor required. R. Doherty.

**686 Collective Bargaining in the Public Sector.** Credit, three hours. Spring term.

**687 Current Issues in Collective Bargaining.** Credit, three hours. Fall term. Prerequisite: ILR 700. P. Ross.

**688 Scholarship in the History of Industrial Relations.** Credit, three hours. Alternate spring terms. G. Korman.

**689 Seminar in the History of Agricultural Labor.** Credit, three hours. Spring term. Enrollment limited to twelve students. C. Daniel.

**700 Collective Bargaining.** Credit, three hours. Fall and spring terms. D. Cullen, J. Gross, T. Kochan, D. Lipsky, or P. Ross.

**701 Labor Relations Law and Legislation.** Credit, three hours. Fall or spring term. K. Hanslowe or A. Smith.

**702 Labor Union History and Administration.** Credit, three hours. Fall and spring terms. C. Daniel, R. Keeran, G. Korman, J. Morris, or M. Neufeld.

**703 Theory and Research in Collective Bargaining.** Credit, three hours. Fall or spring term. Open to graduate students who have had ILR 700 and ILR 723 or their equivalents. In addition, a statistics course beyond the level of ILR 710 is recommended.



**707 Research Seminar in Public Sector Collective Bargaining.** Credit, three hours. Spring term. Students must have a basic familiarity with statistical analysis (correlational and multivariate techniques) and must be interested in theoretical and empirical research on issues related to public sector labor relations. T. Kochan.

**708 Industrial Relations in Health Care Institutions.** Credit, three hours. Spring term.

**799 Directed Studies.** Credit, to be arranged. Fall and spring terms.

## Economic and Social Statistics

P. McCarthy, chairman; I. Blumen, I. Francis, P. Velleman.

**310 Design of Sample Surveys.** Credit, three hours. Spring term. Prerequisite: one term of statistics.

**311 Statistics II.** Credit, four hours. Fall term. Prerequisite: ILR 210 or permission of the instructor.

**410 Techniques of Multivariate Analysis.** Credit, three hours. Fall term. Prerequisite: ILR 311.

**411 Statistical Analysis of Qualitative Data.** Credit, three hours. Spring term. Prerequisites: ILR 311 and permission of the instructor.

**610 Seminar in Modern Data Analysis.** Credit, three hours. Prerequisite: ILR 311 or equivalent.

**710 Economic and Social Statistics.** Credit, three hours. Fall and spring terms.

**711 Seminar in Statistical Methods.** Credit, three hours. Fall term. Prerequisite: ILR 311 or equivalent.

**712 Theory of Sampling.** Credit, three hours. Fall term. Prerequisite: calculus and at least one semester of mathematical statistics.

**799 Directed Studies.** Credit, to be arranged. Fall and spring terms.

## Organizational Behavior

G. Gordon, chairman; H. Aldrich, S. Bacharach, L. Gruenfeld, T. Hammer, N. Rosen, R. Stern, H. Trice, W. Whyte, L. Williams.

Graduate students majoring or minoring at the master's or doctoral level in the area of organizational behavior will normally complete the core offering in this area, ILR 720, 721, Organizational Behavior I and II. Depending upon the nature of the program of the individual student, both courses may be taken in the same term, or in different terms with either course preceding the other. In addition, graduate students majoring in organizational behavior will normally take ILR 723-724, Behavioral Research Theory, Strategy, and Methods I and II and an appropriate statistics course. Further details on Ph.D. requirements are included in the department's annual brochure.

**320 Fieldwork Methods.** Credit, four hours. Fall term. Permission of the instructor required. Enrollment limited. W. Whyte.

**322 Cross-cultural Studies of Organizational Behavior.** Credit, three hours. Fall term. L. Gruenfeld.

**323 Introduction to the Study of Attitudes.** Credit, three hours. Fall term. T. Hammer.

**324 Organizations and Deviant Behavior.** Credit, three hours. Spring term. Prerequisite: one or more courses in both sociology and psychology. H. Trice.

**325 Field Research in Community Organization.** Credit, three hours. Spring term. Permission of the instructor required. Enrollment limited. H. Aldrich.

**326 Sociology of Occupations.** Credit, three hours. Spring term. Prerequisite: one or more courses in sociology or permission of the instructor. H. Trice.

**327 Psychology of Industrial Conflict.** Credit, three hours. Fall term. Permission of the instructor required.

**328 Cooperation, Competition, and Conflict Resolution.** Credit, three hours. Spring term. Prerequisite: two courses in social psychology or equivalent. Permission of the instructor required.

**370 The Study of Work Motivation.** Credit, three hours. Fall term. T. Hammer.

**371 Individual Differences and Organizational Behavior.** Credit, four hours. Fall term. There are no formal prerequisites for this course; however, some acquaintance with the substance and the thinking of behavioral or social science will be helpful. L. Gruenfeld.

**420 Group Processes.** Credit, three hours. Fall term. Permission of the instructor required.

**421 Social Organization of the Urban Community.** Credit, three hours. Fall term. H. Aldrich.

**423 Evaluation of Social Action Programs.** Credit, three hours. Fall term. H. Trice.

**424 Individual Differences and Organizational Behavior.** Credit, three hours. Fall term. L. Gruenfeld.

**425 Sociology of Industrial Conflict.** Credit, three hours. Spring term. R. Stern.

**620 Theories and Methods of Organizational Change.** Credit, four hours. Spring term. Prerequisites: ILR 720, 721, and/or permission of the instructor.

**621 Management of Science.** Credit, three hours. Spring term. G. Gordon.

**622 The Organization and Its Environment.** Credit, three hours. Spring term. Enrollment limited to twenty. Permission of the instructor required. H. Aldrich.

**624 Individual Differences and Organizational Behavior.** Credit, three hours. Fall or spring term. Prerequisites: ILR 710, 720, and 721 or equivalent.

**625 Cross-cultural Studies of Work and Institutional Development.** Credit, three hours. Fall term. Permission of the instructor required. W. Whyte and L. Williams.

**627 Leadership in Organizations.** Credit, three hours. Spring term. Permission of the instructor required.

**628 Cross-cultural Studies of Organizational Behavior.** Credit, three hours. Fall or spring term. Prerequisite: ILR 720 or ILR 721 or equivalent. Enrollment limited to twenty. L. Gruenfeld.

**629 Seminar on Personality and Organization.** Credit, three hours. Spring term. Prerequisites: ILR 720 and 721 or permission of the instructor. L. Williams.

**670 Sociological Study of Power.** Credit, three hours. Fall term. S. Bacharach.

**671 Government Bureaucracy in Social and Economic Development.** Credit, four hours. Fall term. Permission of the instructor required. W. Whyte.

**672 Urban Politics and Public Policy.** Credit, three hours. Fall term. Of special interest to students with particular applied public policy interests. Permission of the instructor required. S. Bacharach.

**674 Social Regulation and Control of Institutions.** Credit, three hours. Spring term. Prerequisite: ILR 622 or permission of the instructor. Enrollment limited to twenty. R. Stern.

**675 Theories of Industrial Society: A Sociological Perspective.** Credit, three hours. S. Bacharach.

**676 Systems of Labor Participation in the Management of Enterprises.** Credit, three hours. Fall term. W. Whyte.

**677 Theoretical and Research Problems Relating to the Study of Technological Organizations.** Credit, four hours. Spring term. G. Gordon.

**720 Organizational Behavior I.** Credit, three hours. Fall term.

**721 Organizational Behavior II.**

Credit, three hours. Spring term.

**722 Theories of Organization.** Credit, three hours. Fall or spring term. Prerequisite: ILR 721. Permission of the instructor required.

**723 Behavioral Research Theory, Strategy, and Methods I.** Credit, variable. Fall term. Permission of the instructor required.

**724 Behavioral Research Theory, Strategy, and Methods II.** Credit, variable. Spring term. Permission of the instructor required. Must be taken in sequence with ILR 723 except by petition.

**725 Analysis of Published Research in Organizational Behavior.** Credit, three hours. Fall term. Prerequisites: ILR 720-721 and one year of statistics.

**726 Organizational Behavior III.** Credit, three hours. Fall or spring term. Prerequisites: ILR 720 and 721 or equivalent.

**727 Proseminar in Organizational Behavior.** Credit, three hours. Spring term.

**728 Seminar on Work Motivation.** Credit, four hours. Spring term. Prerequisites: ILR 720 and 721. T. Hammer.

**799 Directed Studies.** Credit, to be arranged. Fall and spring terms.

## International and Comparative Labor Relations

J. Windmuller, chairman; M. Clark, W. Galenson, G. Hildebrand, M. Neufeld, W. Whyte.

**330 Comparative Industrial Relations Systems I.** Credit, three or four hours. Fall and spring terms. W. Galenson or J. Windmuller.

**331 Comparative Industrial Relations Systems II.** Credit, three or four hours. Spring term. Enrollment limited to thirty. W. Galenson or J. Windmuller.

**430 European Labor History.** Credit, three hours. Fall term. J. Windmuller.

**630 Seminar in International and Comparative Labor Relations.** Credit, three hours. Fall term. J. Windmuller.

**631 The Labor Market and Public Policy: A Comparative View.** Credit, three hours. Spring term. W. Galenson.

**635 Working Women in Nine Countries.** Credit, three or four hours. Fall term. Prerequisite: one course in labor relations, economics, comparative government, or women's studies. A. Cook.

**730 Comparative Industrial Relations Systems I.** Credit, three hours. Fall and spring terms. J. Windmuller.

**731 Comparative Industrial Relations Systems II.** Credit, three hours. Spring term. W. Galenson.

**799 Directed Studies.** Credit, to be arranged. Fall and spring terms.

## Labor Economics and Income Security

G. Clark, chairman; R. Aronson, R. Ehrenberg, R. Ferguson, W. Galenson, G. Hildebrand, R. Hutchens, F. Slavick, R. Smith, V. Stoikov.

**340 Economic Security.** Credit, three hours. Fall term. R. Hutchens and F. Slavick.

**341 Protective Labor Legislation.** Credit, three hours. Spring term. F. Slavick.

**343 Problems in Labor Economics (also listed as Economics 342).** Credit, four hours. Spring term. G. Hildebrand.

**344 Comparative Economic Systems: Soviet Russia.** Credit, four hours. Spring term. G. Clark.

**346 Economics of Collective Bargaining.** Credit, three hours. Spring term. Permission of the instructor required. R. Ferguson.

**347 Capitalism and Socialism.** Credit, four hours. Fall term. G. Hildebrand.

**440 Health, Welfare, and Pension Plans.**

Credit, three hours. Spring term. Permission of the instructor required. Enrollment limited to fifteen.

**441 Income Distribution.** Credit, three hours. Fall term. R. Ferguson.

**640 Economics of Manpower.** Credit, three hours. Fall term. Prerequisite: ILR 740 or equivalent background. R. Aronson.

**641 Comparative Economic Systems: Soviet Russia.** Credit, three hours. Fall and spring terms. Prerequisite: ILR 344. G. Clark.

**643 Special Topics in Labor Economics.** Credit, three hours. Fall or spring term.

**644 The Economics of Occupational Safety and Health.** Credit, three hours. R. Smith.

**645 Economics of the American System of Private Enterprise.** Credit, four hours. Fall and spring terms. G. Hildebrand.

**646 Professional and College-Trained Manpower: Labor Market Issues and Analysis.** Credit, three hours. Spring term. Open to graduate and upperclass undergraduate students. R. Aronson.

**647 Economics of Evaluation.** Credit, four hours. Spring term. R. Ehrenberg.

**740 Labor Economics.** Credit, three hours. Fall and spring terms. Required of graduate students majoring or minoring in labor economics and income security and M.I.L.R. candidates. Not normally open to undergraduates. Prerequisites: Economics 101 and 102 (College of Arts and Sciences) or equivalent. Enrollment limited to twenty students each term. V. Stoikov and others.

**741 Social Security and Protective Labor Legislation.** Credit, three hours. Fall term. Normally required of graduate students majoring or minoring in labor economics and income security and required of M.I.L.R. candidates. F. Slavick.

**742 Seminar on Investment in Man.**

Credit, three hours. Spring term. Prerequisite: ILR 740 or equivalent background. V. Stoikov.

**744 Seminar in Labor Economics (also listed as Economics 641).** Credit, three hours. Fall term. G. Hildebrand.

**745 Seminar in Labor Economics (also listed as Economics 642).** Credit, three hours. Spring term.

**799 Directed Studies.** Credit, to be arranged. Fall and spring terms.

**940 Workshop in Labor Economics.** Credit, three hours. Fall and spring terms.

**Manpower Studies**

F. Foltman, chairman; T. DeCotiis, L. Dyer, J. Farley, W. Frank, F. Miller, R. Risley, W. Wasmuth, W. Wolf.

**360 Manpower and Organization Management.** Credit, three hours. Spring term.

**363 Techniques and Theories of Training in Organizations.** Credit, three hours. Fall term. F. Foltman or W. Frank.

**364 Communication in Organizations.** Credit, three hours. Fall term. W. Frank.

**365 The Management of Complex Organizations.** Credit, three hours. Fall term. Enrollment limited to twenty students. W. Wolf.

**366 Women at Work.** Credit, four hours. Spring term. J. Farley and F. Miller.

**367 Organization Development: Strategy and Practice.** Credit, three hours. Fall term. F. Foltman.

**368 Manpower and State Legislative Process.** Credit, four hours. Spring term. Enrollment limited to twenty. R. Risley.

**460 Field Studies in Community Manpower Planning and Development.**

Credit, three hours. Spring term. Permission of the instructor required. F. Foltman.

**461 Field Studies in the Development of Management Training Programs.**

Credit, three hours. Spring term. Enrollment limited to eight students. W. Frank.

**462 Occupational Analysis and Manpower Planning.**

Credit, three hours. Spring term. Prerequisite: ILR 760 or equivalent. F. Miller.

**650 Manpower and Collective Bargaining Problems in the Construction Industry.**

Credit, three hours. Spring term. D. Cullen and F. Foltman.

**660 Seminar in Manpower Studies and Organization Management.**

Credit, three hours. F. Miller.

**661 Public Policy and Development of Human Resources.**

Credit, three hours. Fall term. F. Foltman.

**662 Management Training Simulation: Public Policy Issues in Social Agencies.**

Credit, three hours. Fall term. Enrollment limited to fifteen students. W. Wasmuth.

**663 History of Contemporary Management Thought.**

Credit, three hours. Fall term. W. Wolf.

**664 Management and Leadership Development.**

Credit, three hours. Fall term. Consent of instructor required. L. Dyer.

**665 Case Studies in Personnel Administration.**

Credit, three hours. Fall term. Enrollment limited to twenty students. W. Wasmuth and T. DeCotiis.

**666 Administrative Theory and Practice.**

Credit, three hours. Spring term. Prerequisite: ILR 720 or permission of the instructor. W. Wolf.

**667 Current Issues and Research in Human Resources Development.**

Credit, three hours. Fall and spring terms.

**668 Manpower Planning, Selection, and Utilization.**

Credit, three hours. Fall term. Consent of the instructor required. L. Dyer and T. DeCotiis.

**669 Administration of Compensation.**

Credit, three hours. Spring term. Consent of the instructor required. L. Dyer.

**692 The Appraisal and Diagnosis of Organizations.**

Credit, three hours. Spring term. Permission of the instructor required. Enrollment limited to fifteen.

**693 Design and Administration of Training Programs.**

Credit, three hours. Spring term. F. Foltman.

**695 Local Government Manpower Planning and Administration.**

Credit, four hours. Spring term. Students interested should have previous academic courses and/or experience in local government or manpower programs. Enrollment limited to fifteen. R. Risley.

**696 Personnel Administration and Government Regulation.**

Credit, three hours. Fall term. R. Risley.

**760 Manpower and Organization Management.**

Credit, three hours. Fall term. L. Dyer.

**761 Occupational Aspects of Manpower Studies.**

Credit, three hours. Spring term. F. Miller.

**799 Directed Studies.**

Credit, to be arranged. Fall and spring terms.

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J. Gormly Miller (B.S., Columbia, library science), Professor  
Robert L. Raimon (Ph.D., Cornell, industrial and labor relations), Professor  
Alpheus W. Smith (Ph.D., Harvard, philology), Professor

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## **Fall Term, 1976**

Registration, new students

Thursday, August 26

Registration, continuing and rejoining students

Friday, August 27

Fall term instruction begins

Monday, August 30

Last day for filing statement of courses forms, change of committee forms, and nomination of committee forms

Wednesday, September 8

Last day for students to take Admission to Candidacy examinations in order to have them considered by the beginning of the term

Friday, October 1

Last day for change of course registration

Friday, October 29

Instruction suspended for Thanksgiving recess, 1:10 p.m.

Wednesday, November 24

Instruction resumed

Monday, November 29

Fall term instruction ends, 1:10 p.m.

Saturday, December 11

Final examinations begin

Wednesday, December 15

Final examinations end

Thursday, December 23

Last day for completing all requirements for a January degree

Friday, January 7



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# Graduate School Calendar

## Spring Term, 1977

Registration, new and rejoining students

Registration, continuing students

Spring term instruction begins

Last day for filing fellowship and scholarship applications for 1977-78

Last day for filing statement of courses forms, change of committee forms, and nomination of committee forms

Last day for students to take Admission to Candidacy examinations in order to have them considered by the beginning of the term

Instruction suspended for spring recess, 1:10 p.m.

Instruction resumed

Last day for completing all requirements for a May degree

Final examinations begin

Final examinations end

Commencement Day

Thursday, January 20

Friday, January 21

Monday, January 24

Tuesday, February 1

Wednesday, February 2

Tuesday, March 1

Saturday, April 2

Monday, April 11

Friday, May 13

Monday, May 16

Tuesday, May 24

Monday, May 30

The dates shown in the Calendar are subject to change at any time by official action of Cornell University.

In enacting this calendar, the University Senate has scheduled classes on religious holidays. It is the intent of Senate legislation that students missing classes due to the observance of religious holidays be given ample opportunity to make up work.

## List of Announcements

Following is a list of *Announcements* published by Cornell University to provide information on programs, faculty, facilities, curricula, and courses of the various academic units.

Agriculture and Life Sciences at Cornell  
College of Architecture, Art, and Planning  
College of Arts and Sciences: Introduction  
Department of Asian Studies  
Graduate School of Business and Public  
Administration  
Engineering at Cornell  
Graduate Study in Engineering and  
Applied Sciences  
General Information\*  
Graduate School  
School of Hotel Administration  
Human Ecology: College Choice  
School of Industrial and Labor Relations:  
ILR at Cornell  
Graduate Study at ILR  
Law School  
Medical College (New York City)  
Graduate School of Medical Sciences  
(New York City)  
Cornell University—New York Hospital  
School of Nursing (New York City)  
Officer Education (ROTC)  
Summer Session  
New York State College of Veterinary  
Medicine

\*The *Announcement of General Information* is designed to give prospective students pertinent information about all aspects and academic units of the University.

In addition to the *Announcements* listed above, the University publishes a master catalog of University courses, *Cornell University: Description of Courses*.

Requests for the publications listed above should be addressed to

Cornell University Announcements  
Edmund Ezra Day Hall  
Ithaca, New York 14853.

(The writer should include a zip code.)

Office of University Publications  
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